

# **Green Recruitment Initiatives at Banglalink Digital: Impact on Employee Retention**

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A case Study submitted to the BRAC Business School in partial fulfillment of the requirements  
for the degree of  
Bachelor in Business Administration

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BRAC University  
November 2024

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## Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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## Letter of Transmittal

Md. Shamim Ahmed  
Senior Lecturer  
BRAC Business School  
BRAC University  
Kha 224 Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Case Study Report on “Green Recruitment Initiatives at Banglalink Digital: Impact on Employee Retention.”

Dear Sir,

I am pleased to submit the case study report titled “Green Recruitment Initiatives at Banglalink Digital: Impact on Employee Retention” as part of my BBA degree requirements at BRAC University. This report signifies the green recruitment practices at Banglalink and how it has a influence on employee retention, in where I had the opportunity to work closely on green recruitment during my internship period. This report also ensures reflections of accuracy and comprehensive insights on it, thanks to the guidance of the team of acquisition which is highly skilled that I have privilege to work with at Banglalink.

In advance, I appreciate your helpfulness and support throughout this process. I hope the report meets your expectations. I would be happy to address any questions or provide further information if needed.

Sincerely yours,

---

Tasmia Islam Mourin  
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BRAC Business School  
BRAC University  
Date: 13th November, 2024

## **Non-Disclosure Agreement**

I, Tasmia Islam Mourin, hereby agree to maintain strict confidentiality regarding any knowledge or details of the Oracle software data, recruitment policies, or any other confidential data that I may come across and use during my internship tenure at Banglalink Digital, in full compliance with the confidentiality in standards.

Name: Tasmia Islam Mourin

Joining date: 15 May, 2024

Department: Talent Acquisition ( Human Resource Management )

## **Acknowledgement**

I would like to express my heartfelt gratitude to Md. Shamim Ahmed, Senior Lecturer at BRAC Business School and my internship supervisor, for his invaluable guidance, advice, and constructive feedback helped me to prepare for this report. His encouragement and insights were the insights that impacted the quality of my work, and I am deeply grateful for his support.

The entire Banglalink Digital team deserves my deepest appreciation for all the help they gave me while I was working on this paper. They gave me insight on data, and ultimately worked alongside me to get the work done. I should be very grateful to Mr. Shoaeb Harun, the Head of Acquisition, and my co-workers for giving me all the direction and encouragement I needed to finish my internship report.

Banglalink Digital, and the whole Department Talent Acquisition team in particular, has my deepest gratitude for all of the helpful assistance they gave me while I worked on analyzing the data and details required for this case study report. Thanks to all their help, guidance, and direction, I was able to successfully complete this tough project.

## **Executive Summary**

The case study report titled "Green Recruitment Initiatives at Banglalink Digital: Impact on Employee Retention at Banglalink Digital" highlights the relation between Green recruitment and employee retention of skilled employees and demonstrates the way green practice fulfills the company goals.

The report outlines my internship experience with Banglalink's HR team, signifying responsibilities and insights that I have gained, which is an overall analysis of the company's green recruitment strategies to retain their employees. Key findings reveal that sustainable green hiring practices positively impact employee commitment and retention of the supportive, eco-conscious work culture. The study is focused on primary and secondary sources to demonstrate how Banglalink's green initiatives contribute to long-term organizational success and leadership role as green industry leader.

**Keywords:** Green Recruitment, Employee Retention, Eco-conscious Work Culture

## List of Acronyms

HRM - Human Resource Management

KPI - Key Performance Indicator

AI - Artificial Intelligence

ROI - Return on Investment

ERP - Enterprise Resource Planning

CSR - Corporate Social Responsibility

ODA - Oracle Digital Assistant

Ensia - Ensia Executive Program

## Table of Contents

|   |         |
|---|---------|
| Declaration.....  | 1       |
| Letter of Transmittal.....  | 2       |
| Non-Disclosure Agreement.....   | 3       |
| Acknowledgement.....  | 4       |
| Executive Summary.....  | 5       |
| Table of Figures  |         |
| Figure 1: Before Green Initiatives Challenges.....                                | 13      |
| Figure2: Banglalink’s New Green Initiatives.....                                  | 19      |
| Figure3: Banglalink’s Framework for Green Initiatives.....                        | 20      |
| Figure 4: Impact of Green Initiative Achievements.....                            | 43      |
| Figure 5: Banglalink’s Recruitment Competitive Edge.....                          | 29      |
| Figure 6: The role of AI in recruitment.....                                      | 31      |
| List of Tables  |         |
| Table 01: General Green practices in compare to Banglalink Green Initiatives..... | 17      |
| Table 02 Banglalink's Framework for Green Recruitment Initiatives.....            | 20      |
| Table 03: Before and After Green Practice in recruitment of Banglalink.....       | 23      |
| Table 04: Green recruitment Initiatives at Robi and Grameenphone.....             | 28      |
| List of Acronyms.....   | /.....6 |
| Introduction.....   | 9       |
| Objective of the Case Study.....  | 10      |
| Background.....   | 11      |
| Evaluation of the Case.....   | 13      |
| Methodology.....  | 14      |
| List of Questions Central the Case.....   | 15      |



|  |    |
|--|----|
| Defining the Concept.....  | 15 |
| Banglalink's Green Recruitment All Stages impact Employee Retention.....           | 16 |
| Banglalink's Green Recruitment Practices over the<br>years.....                    | 18 |
| Banglalink's Before and After Green Practices impact on Employee<br>Retention..... | 22 |
| Findings and Analysis.....   | 24 |
| Competitor Analysis.....   | 28 |
| Proposed Solutions and Changes.....  | 30 |
| Challenges and Opportunities for Green Recruitment Banglalink.....                 | 32 |
| Recommendation.....  | 33 |
| Suggestions for New Businesses to Start Such<br>Initiatives.....                   | 33 |
| References.....  | 34 |
| Limitations of the Study.....  | 35 |
| Conclusion.....  | 35 |
| References.....  | 36 |
| Appendix.....  | 37 |

## **Case Study on "Green Recruitment Initiatives at Banglalink Digital: Impact on Employee Retention"**

### **Introduction**

Banglalink has been a leading provider of telecommunications services since February 2005, with the objective of "bringing mobile telephony to the masses," and it is leading the path for the future. They have shifted to incorporating digital transformation and sustainable development practices into their HRM Recruitment process. In addition to their corporate practices, Banglalink aims to achieve true digital transformation by focusing on eco-friendly practices. One of the key aspects of business is the use of sustainable practices referred to as Green Human Resource Management. These initiatives include paperless recruitment, energy efficiency in operations, not only corporate social responsibility, but also employee retention, which plays a vital role to that.

This case study describes the concept of Green HRM, green recruitment initiatives, and how these activities are implemented and also how they play a significant part in employee retention. Moreover, It includes a detailed analysis of all the Banglalink's green recruitment practices and how these contributed to employee retention. Additionally, this paper also includes a comprehensive analysis of its major competitors, such as Grameenphone and Robi. Lastly, this paper will identify key challenges and provide recommendations and suggestions for future companies to implement such green initiatives in part of the corporate goals.

This case study is designed to create the connection between employee retention and green recruitment initiatives. Also specifically focuses on the sustainable practise on the work culture, green office, flexible working, energy efficient practise during the recruitment Phases. Banglalink is recognized for its adopting the transformation of different software for the in order to manage the employees along with reducing the carbon footprint. They use multiple software

or platforms for example, Oracle HCH, ODA chatbot etc. through utilizing this software which introduce Green recruitment practices to retain the employees.

## **Objective of the Case Study**

This case study aims to analyze the Banglalink's green recruitment initiative's impact on employee retention, focusing on the corporate social responsibility, and how these initiatives can contribute to the long term impact of organizational success. This study also includes a comparison of Banglalink pre and post green recruitment practices, and an overall evaluation of employee retention. This case study will explore these following key objectives:

### **Primary Objectives:**

- To conduct thorough investigation on how Banglalink's green recruitment initiatives have an impact on employee retention, particularly in incorporating sustainable practices on the recruitment stages
- To evaluate the impact of green recruitment initiatives on Banglalink's long-term success and employee satisfaction.

### **Secondary Objective:**

- To analyze a competitive stand of Banglalink's green recruitment practises in compare to competitors such as Grameenphone and Robi and identify key competitive advantages achieved through the adoption of sustainable recruitment strategies.

At the end of the case study, this study will provide some recommendations for key challenges and some ideas on how green recruitment practices can be implemented in organization. This gives an idea to new businesses to effectively implement such green recruitment initiatives.

## **Background**

### **Company Overview:**

Banglalink Digital Communications Ltd. is one of the leading telecommunications service providers in Bangladesh, is renowned for incorporating innovative approaches to the business operations. Sheba Telecom (Pvt.) Ltd. was founded in 1997 and later rebranded as Banglalink after being acquired by Orascom Telecom. The management principles of the company are prioritized on sustainability, innovation, and customer-centric of the core business strategies. Banglalink differentiates itself from the other competitors by providing affordable options to the mass population of Bangladesh.

However, Banglalink digital was founded in February 2005 with over 40 million subscribers. Banglalink digital is a 100% subsidiary of Global Telecom Holding with 4.29 crore subscribers customer based as of September 2023. According to Business Standard, Banglalink's market share has increased to 22.66%, placing it ahead of Grameenphone and Robi. (Lin, Gu, Gillani, & Fahlevi, 2024, )

Banglalink has developed the mission of making the mobile operator service to the masses and is dedicated to implement technology to build the digital Bangladesh. Its fundamental or core principles are customer centric, entrepreneurship, innovation, collaboration, and truthfulness that drive the commitment to superior customer services and digital transformation. Additionally, banglalink became the first company in Bangladesh to receive the Green Office Certification from WWF that demonstrates the contribution of environmentally sustainable practices.

VEON Ltd. which holds the 51.9% share of Global Telecom Holding and Banglalink is part of this global network provider company. Banglalink has become Bangladesh's fastest growing company, with recognition for the fastest 4G services. (Ahmed, 2018) It is now the third largest operator in Bangladesh. It additionally facilitates international roaming.

In addition to green recruitment initiatives, Banglalink, in partnership with Google's Kormo Jobs app, has launched a significant Corporate Social Responsibility (CSR) initiative known as "Empowering Through Employment." This program aims to increase youth employment

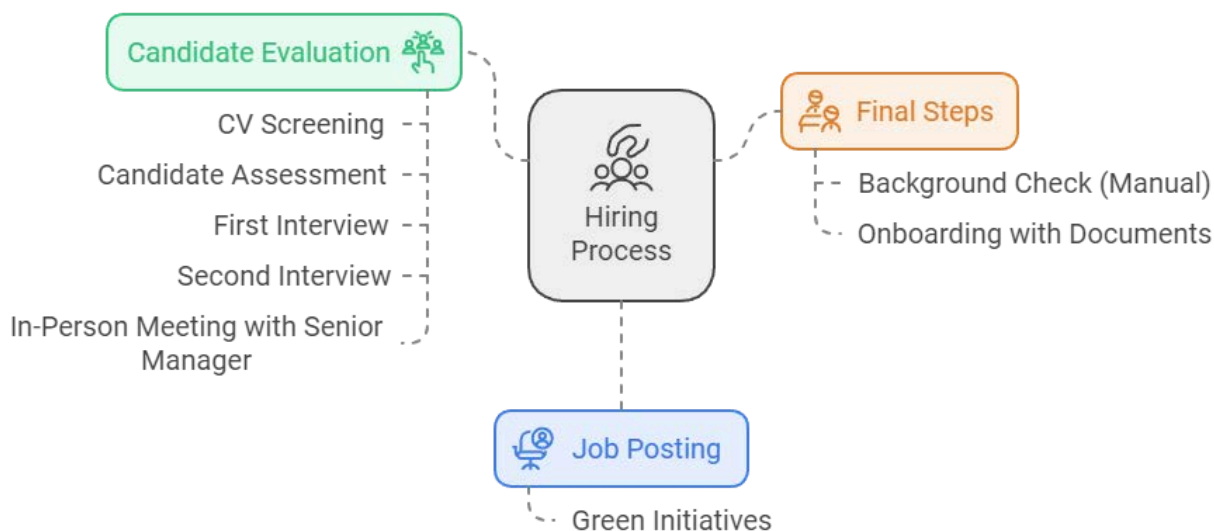
opportunities by placing Kormo Jobs kiosks in various Banglalink locations. This allows Banglalink to conveniently recruit employees using this app while also contributing to take part in green recruitment practices.(Ahmed, 2018) These kiosk apps are manned by representatives who assist job seekers in accessing information and finding entry level positions via the app.

**Banglalink Receives Green Office Certification from WWF,** The World Wide Fund for Nature (WWF) has given Banglalink's Head workplace, Tigers Den, Dhaka, the renowned Green Office certification, making it the first workplace in Bangladesh to obtain this recognition. WWF, a major worldwide conservation category, offers Green workplace recognition as part of its environmental management system, which aims to reduce the environmental impact of workplace spaces.(The Business Standard, 2024)

Moreover, Banglalink celebrates Earth Day with the Nationwide Initiative, underlining its commitment to environmental sustainability. As part of its corporate duty, the company protected plants and environmental outreach to consumers with the goal of raising awareness about protecting the environment.

## **Evaluation of the Case**

Banglalink has implemented the Green recruitment initiatives which demonstrates the broader commitment to sustainability practices in its Human Resource management process. This sustainability practice has adopted over the years emphasis on paperless recruitment, online assessment, virtual interview etc. It provides a flexible interview in the hiring process but also reduces the environmental footprint. Banglalink has integrated with digital software and platforms to enhance the efficiency and minimize the human touch. Banglalink utilized the digital platforms for example, **Oracle HCM, ODA Chatbot** these support the Green initiatives and save time of the HR team, reduce paperwork, minimize the use of reduces that contribute to the environmental sustainability and employee productions.



*Figure 1 : Before Green Initiatives Challenges*

Furthermore, Bangalink's **green onboarding process** has decreased the number of steps from 32 steps to only 7 steps. This indicates the simplified process and digitalization in recruitment and that eventually enhances the employee experience. Additionally, Banglalink uses the AI in sorting CV and accessing the candidates profile which make it more fair and efficient. Banglalink emphasizes on the soft skills that results in higher retention rates of the employees. How it nurtures the cultural fit of workforces that is well aligned with the corporate culture and practices.

However, this case highlights several challenges that Bangalink faced while implementing these strategies. Also try to address the challenges giving appropriate solutions to it. The green initiative is now becoming popular in contemporary business. Major competitors of Banglalink such as Grameenphone and Robi. are also adopting similar strategies and providing a competitiveness in the industry. Moreover, reliance on technology significantly eliminates human biases in the recruitment process and creates long term benefits for the company. Nevertheless, lack of system accuracy creates a hindrance on the fairness of the recruitment process and raises concerns. In addition, it is not always visible that return on investment (ROI) on employee retention is always noticeable and making it difficult to convince and justify cost to stakeholders.

In conclusion, Banglalink's green recruitment strategies have a positive impact on building a sustainable focused, and environmentally conscious workforce, improve operational efficiency, employee satisfaction, and provide a competitive edge. However, continuous improvement and adaptation is required to remain competitive and stay ahead of the competition in the emerging telecommunication industry.

### **Methodology:**

This case study is conducted using a mixed approach to analyzing Banglalink's green recruitment initiatives and their impact on employee retention. To collect qualitative data, five interviews were conducted with HRM department employees. This provides insight into the effectiveness of green recruitment as well as a thorough analysis of employee retention.

Moreover, to conduct the quantitative analysis, a survey was conducted with 30+ employees to gather feedback on the green recruitment initiatives, the overall experience of the recruitment process, and how these influenced the employee's decision to stay with the company.

This case study also reviews Banglalink's annual report, websites, and other materials. This includes secondary research to gather relevant information from news portals such as The Daily Star, Prothom Alo, and The Business Standard etc. This also aids in the analysis of Banglalink's green initiative as well as knowledge of the telecom industry's competitors.

### **List of Questions Central to the Case**

1. How did banglalink come on to the green recruitment strategy? - (Either stakeholder or shareholders influence)
2. With the current strategy how banglalink knows they have selected the right people or right team for the job or project in accordance with their work culture?
3. What sets apart of Banglalink Recruitment policies and how it is dealing with the competitive market in terms of acquisitions and retention?

4. What sort of strategic training program is done on the first stage of recruitment and how does that have an impact on employee growth?
5. How Banglalink deals with cognitive biases in recruitment ? Why not AI do all the work? What sort of Human performance checking that they do through an interview?
6. How does this AI software give employees a fair chance at their jobs in the green recruitment process?
7. What sort of training program influences Banglalink Future Leaders and enhances teamwork and influences employee retention to new recruiters?
8. What Banglalink Green Recruitment Strategy sees the most? Whispering talent (soft skills) or Shouting Talent (Achievements and awards)?

## Defining the Concept

**Green Recruitment:** Green Recruitment refers to the concept of hiring candidates while maintaining an environmentally friendly approach, such as paperless recruitment, remote interviews, and reducing consumption that has an impact on the environment. Green recruitment initiative is the part of Green HRM practice.

**Green HRM:** Green Human Resource Management is extended to include all the HR functions that from the recruitment to all the management related to employees, keeping the reduction of carbon footprint in HR activities and promoting the sustainable practise. Green HRM is also required to align with the SDGs, which are known as the Sustainable Development Goals. (Ahmed, 2018) A number of companies, including multinational corporations like Unilever and HSBC, have implemented green strategies such as waste reduction and energy efficiency in workplaces. Marico is experiencing as well more pressure to pursue the green ocean strategy. By implementing green HR practices, businesses can improve competitiveness while reducing their environmental impact. Incorporating sustainability into hiring, performance evaluation, and the strategic vision for day to day operations has long-term benefits. (Aldulaimi *et al.*, 2022)

**Employee Retention and impact of Green Practise:** The connection between green recruitment and employee retention is interrelated. Green recruitment allows to develop a



sustainable conscious workforce from the start and focuses employees on aligning with the company's sustainable goals in relation to the corporate goals. Hiring these employees increases their potential of remaining loyal to the company if they are able to engage in its most effective practices. (Jam & Jamal, 2020, )

Green policies and practices are contributing to increased job satisfaction and long-term employee retention. There are several critical factors in HR management and strategy that contribute to employee satisfaction, such as work-life balance and workplace culture. Sustainable initiatives within the organization provide employees with the sense of contributing positively to the preserve the environment and being a part of it. (Ahmed, 2018)

### **Banglalink's Green Recruitment all Stages impacts Employee Retention**

Banglalink is following green recruitment initiatives which are integrated with the environmentally friendly practices which are both efficient and sustainable. It is focusing on the paperless processes, digitized assessment, energy saving or less energy consumption measurement. Banglalink's each step of the recruitment reflects the commitment of the eco-friendly responsible and contributing in the positive impact of the employee retention.

Here's a breakdown of each step of the recruitment stages, that includes how green practices are involved and how it influences employee retention.

#### **Digitalize the Application Portal:**

For implementing the green practices in the recruitment phases, Banglalink has emphasis on the paperless application portal where candidates can apply and complete the application process for the assessment round. This stage minimizes the paper waste and candidates experience the seamless process in their initial engagement from the first step.

#### **Online Assessment and Screening Round**

For the online screening banglalink is using oracle AI based software to minimize the human interactions along with costs. This software can give the 50% - 60% accurate answers and the

rest of the screening part is done by human judgment. For the online assessment, banglalink have their own online gamified round named c-factor, in this assessment round banglalink wants to onboard employees who are aligned with the eco conscious values, company values so that it can strengthen the employee retention.

### **Online and offline interviews of final selection**

In banglalink in most cases, interviews are conducted in person. If the interview is not essential to conduct offline they conduct it online. For the candidates who are in the remote areas they get the chances of an online interview as well. By offering the flexible interview process and consideration of the employee's well being can make them feel valued and more likely stay committed with the company. In addition to that it can also reduce the travel related carbon emission. However, due to the use of their sensor light bulbs in the office it can help to reduce energy consumption.

### **Green onboarding**

Banglalink made their onboarding process more streamlined, reducing the steps from 32 to 7 for the essential documentation requirement. That makes limiting or less paperwork and energy use. All the essential documents are stored digitally. Simplified and smooth onboarding increases new hires' initial satisfaction. There are also training programs for all new hires so that they can understand and value the company's eco-friendly and green practices.

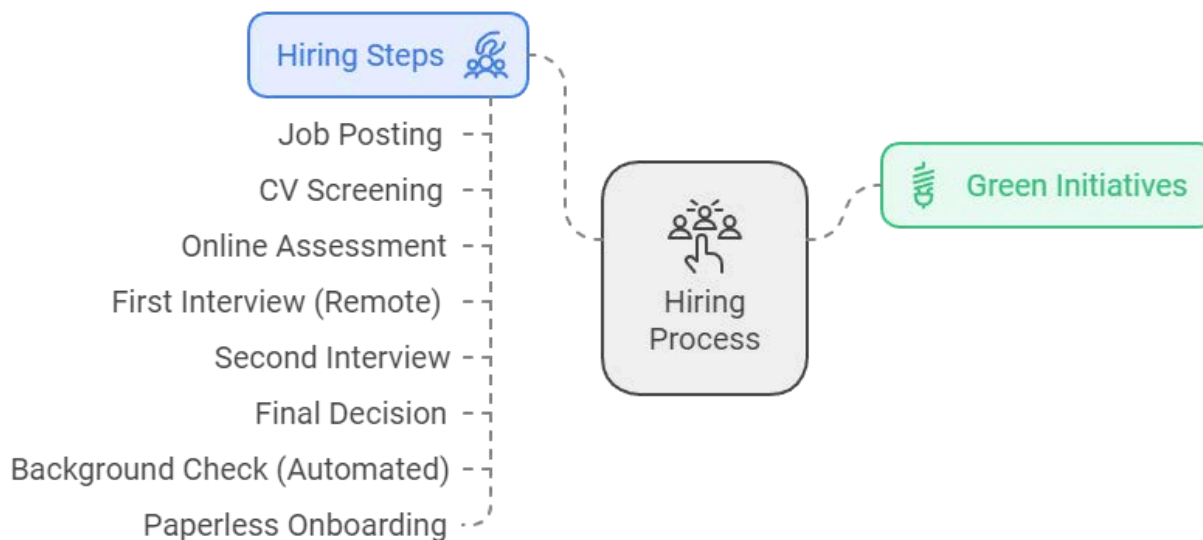
| <b>Category</b>     | <b>Green HRM Practices</b>                           | <b>Banglalink's Green Practices</b>  |
|---------------------|--|--|
| Recruitment Process | Paperless applications process and online interviews | Employ a Paperless recruitment structure, Hybrid interviews facilities, AL featured Oracle software used in receuitment. |
| Office Culture &    | Energy efficient utilization                         | WWF Green Office Certification for   |

**Table 01: General Green practices in compare to Banglalink Green Initiatives**

| <b>Category</b>           | <b>Green HRM Practices</b>                   | <b>Banglalink's Green Practices</b>  |
|---------------------------|--|--|
| Environment               | on office buildings and waste reduction      | Banglalink Headquarter Tigers den, as the first company in Bangladesh and it reduced waste by 19%. |
| Employee Engagement       | Green programs and training session          | Strategic training program focused on eco-friendly workspaces practices.                           |
| Employee Retention Impact | Improved job satisfaction and retention rate | High Employee retention rate due to inclusive culture initiatives and green recruitment.           |

### **Banglalink's Green Recruitment Practices over the years**

Banglalink has implemented green practices in its HR process and strategy, including reducing paper usage by up to 44% and waste by around 19% for the digital recruitment process. Moreover, Banglalink is making energy efficient electricity consumption 54% less by using the sensor bulbs during the recruitment. The culture of banglalink encourages the use of digital transformation in recruitment, allowing them to incorporate green practices. Their work culture is collaborative and innovative, which also aligns and facilitates their green objectives.



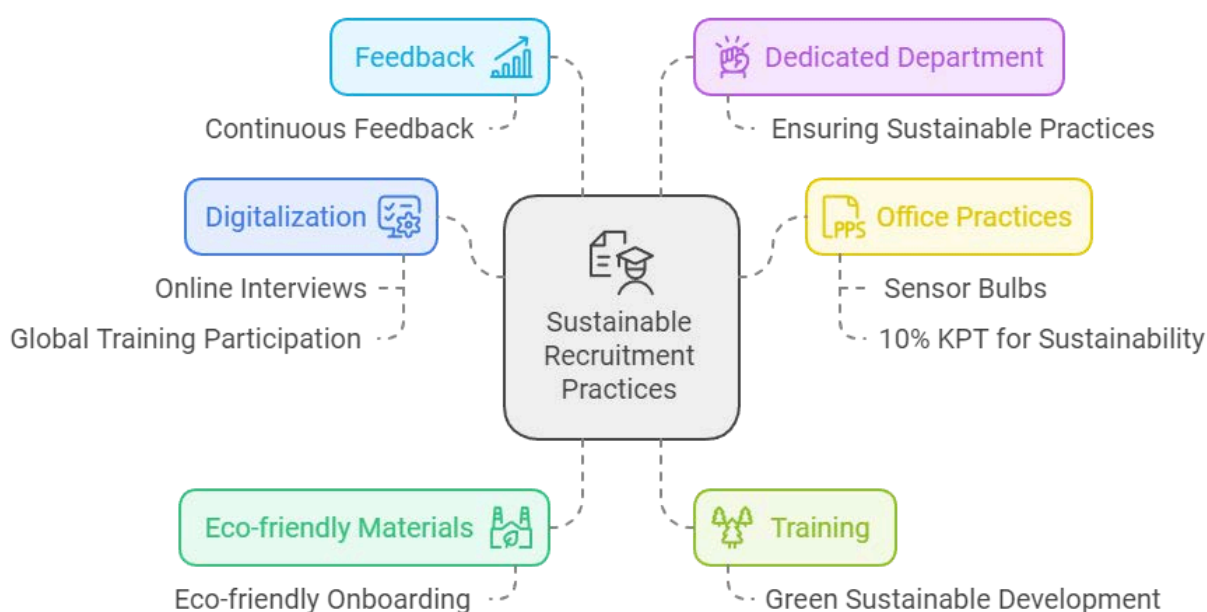
*Figure 2: Banglalink's New Green Initiatives*

Banglalink is introducing a paperless recruitment process through a variety of platforms, including online gamified rounds, online forms and portals, and virtual interviews. Exceptional cases of mandatory paper use include creating a personal file for a permanent employee in compliance with Bangladesh law and regulatory policy. Other than that no papers are being used.

Additionally, Banglalink provides flexible interview arrangements for the candidates who are from outside Dhaka. By taking the interview online not only reduces the hassle of the employee but also reduces the carbon footprint that is connected to the travel. Moreover, Banglalink recruitment process has been simplified, with the number of steps reduced from 32 to 7. In comparison to competitors, their recruitment cycle is too short, lasting only 5-10 days. By utilizing the AI & technology driven recruitment process, they have a reliance on Oracle software which automates the CV sorting, assists in matching candidates and makes a proper evaluation.

Banglalink has a strong culture that values flexibility a friendly environment, and sustainability, which leads to higher employee retention and satisfaction rate. They also have some unique practices that set them apart from other companies, such as Family Day, Daycare Centers facilities, Child Day, and so on. These program welcome family members, which makes employees feel connected and builds a strong bond with the company, resulting in increased job

satisfaction. **The CEO's statement "We are in the same airplanes,"** represents the company's motive of mutual growth, support, and benefits that emphasize on collaborative mindset in the workplace. Banglalink invests significantly in training and development for its employees and they also sponsor the **Enisa Executive program** for top level employees which is an international training program. Banglalink undertook a number of sustainable practices, including the use of sensor bulbs and lights to reduce electricity consumption. As a result, electricity consumption decreased by 54%. They also began constructing solar-powered towers and a 10% KPT specifically for sustainable practices.



*Figure 3: Banglalink's Framework for Green Initiatives*

| <b>Table 02: Banglalink's Framework for Green Recruitment Initiatives</b> |  |
|---|--|
| <b>Steps</b>  | <b>Results of actions</b>  |
| Digitalization in the Recruitment Process                                 | They are currently transitioning to a paperless process with all assessments and interactions taking place online. That significantly reduced paper consumption, resulting in an eco-friendly hiring process. Also utilized AI driven tools to |

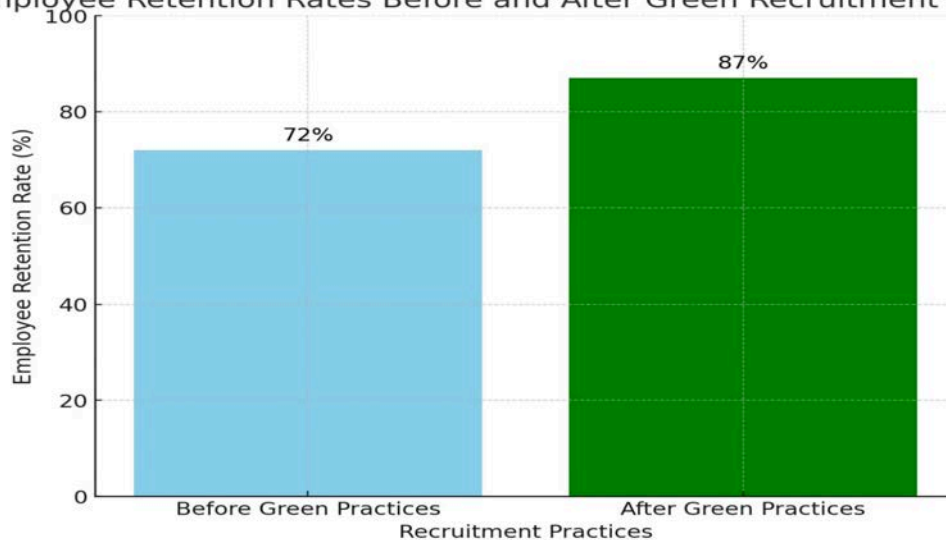
| <b>Table 02: Banglalink's Framework for Green Recruitment Initiatives</b> |   |
|---|---|
| <b>Steps</b>  | <b>Results of actions</b>   |
|   | minimize human interactions.  |
| Conduct an online interview for candidates from outside Dhaka.            | They conduct online interviews for candidates outside of Dhaka, which not only decreases the hassle but also minimizes the carbon footprint of travel. Banglalink provides such amenities specifically to reduce the carbon footprint.  |
| Eco-friendly onboarding materials   | They provide digital onboarding materials that are mostly eco-friendly. They provide reusable water pots and mugs, no use of plastics, and healthy gymnastic bags.  |
| Trainings in Green initiatives for new recruiters                         | They convey a few distinctive training programs for new recruiters, and one of the most notable is green practices and sustainable development, which also plays a vital role in satisfaction with job and long-term retention. They promote employee engagement through these training programs and achieve the aims of green initiatives. |
| 10% KPT is for sustainable practices.                                     | They allocated aside 10% of their corporate KPI for sustainable practices, which has motivated the employees considering that they are doing good things in addition to their regular activities.   |
| Invest additional funds in globally training that attract new recruits.   | They provide a large portion of the additional funds to international training programs such as the Ensia Executive Program, which is fully sponsored by Banglalink and is specifically designed for top-level management.  |
| Taking continuous feedback.   | They collect regular feedback after completing any training or sessions so that they can identify areas for improvement and enhancement in the green recruitment efforts.   |
| Usage of the sensor bulbs in the office                                   | They installed sensor bulbs in the office, particularly in the pantry and restroom areas, which reduced energy consumption  |

**Table 02: Banglalink's Framework for Green Recruitment Initiatives**

| Steps   | Results of actions   |
|---|--|
|   | by roughly 54%. This sensor bulb saves energy by automatically turning off the bulbs when the spaces are unoccupied.   |
| A dedicated department to ensure Green practices. | They have a dedicated department for the green practices in part of their HRM, and this department oversees all the green practices across all the departments. They also give markings to employees based on their performance. |

### Banglalink's Before and After Green Practices impact on Employee Retention

Employee Retention Rates Before and After Green Recruitment Practices



Banglalink is shifting to green practices that have significantly transformation of its operations, specifically in recruitment stage, usage of energy consumption, and employee retention. Prior to implementing these initiatives, the process was lengthy, with delays and paper use at every stage, and this transition reduced paper usage by 44%.



Figure 4 : Impact of Green Initiative Achievements

In terms of considering the recruitment process efficiency pre green practices are with longer cycles that is causing the frustration among the candidates along with the hiring team. With the help of digitalization system in recruitment, AI driven CV sorting, online assessment has become handy and takes only 5-10 days to attract the top talent candidates.

One of the most noticeable impacts of green practices is on employee retention; prior to green practices in recruitment, it was moderate due to a lack of emphasis on the environment. Introducing environmentally friendly policies and energy efficient workspaces. This helps to increase retention rates and makes employees feel more connected to the company, which has a longer term impact. Banglalink has reduced the energy consumption rates through use of the sensor lights or bulbs that is also making the cost less and making it more efficient than before.

**Table 03: Before and After Green Practice in recruitment of Banglalink**

| Category               | Before Green Practices                              | After Green Practices   |
|------------------------|---|---|
| Paper Use              | High paper consumptions during recruitment stage    | Reduced paper usage by <b>44%</b> with paperless recruitment                                |
| Recruitment Efficiency | Longer time recruitment cycles with <b>32 steps</b> | Faster & efficient recruitment process with (5-10 days) and minimize to <b>7 steps</b> only |



|                     |                         |   |
|---------------------|-------------------------|---|
| Employee Retention  | Moderate retention rate | High retention due to green initiatives and flexible and empower work culture       |
| Energy Consumptions | High energy usage       | Implemented energy efficient practices, reducing the waste percentage by <b>19%</b> |

Overall, Banglalink's commitment to green practices has changed its operations, from improving recruitment and employee retention to significantly reducing energy consumption and waste.

## Findings and Analysis

Banglalink's green recruitment initiatives have a major impact on the company's overall performance. They have seen a significant increase and improvement for digitizing the process. Moreover, Banglalink gives eco-friendly boarding materials and provides training for the new recruits in their first three months and makes them align with the green mission.

The HR department is involved in calculating overtime hours to address workload inequality that begins during the recruitment process and continues after it. ODA chatbot is also known as Oracle Digital Assistant. This Chatbot has the potential that has significantly increase employee retention by providing instant solution and personalized support to the new recruiters along with its existing employees.

### **Banglalink's AI system contributes to a fair and efficient recruitment process**

Banglalink utilizes their **Oracle HCM** AI system software in their recruitment process that provides them to give a proper judgment to the candidates as this software gives the summary and suggestion based on analyzing the Resume and profile. This AI system can automate the CV screening process, sort listing candidates based on their qualifications and skills sets. This AI

system helps to reduce the biases and make it a more efficient, simplified hiring process. It also ensures that all candidates get the equal opportunity to preview, by using the algorithms, get the opportunity to objectively evaluate. This system also allows the HR team to work efficiently and more focussed on the strategic tasks for example shortening the recruitment timeline. By utilizing the AI system in recruitment making it more efficient and fairly.

In the recruitment strategy, Banglalink prioritizes soft skills over the achievement because there are few certain skill sets that need to have for performing the specific roles. This soft skills plays an important role and impacts positively on performance, adaptability and long term retention. On the other hand, achievements and technical skills are also considered in case of hiring new employees. Banglalink ensures that employees can contribute to the corporate work culture as they are focusing on the inclusive work culture. This way of approach leads to a more cohesive workplace, higher employee retention, & satisfaction. This will also contribute to fostering leadership, better productivity, which will eventually support the company's Strategic growth & development as well as implementation of the green initiatives. Consequently, this strategy has an impact on the higher retention rate, lower turnover, and more loyal workforce, making it more culturally fit.

Banglalink's strategy toward adopting green recruitment was influenced by both stakeholder and regulatory requirements in Bangladesh. Stakeholders, including shareholders and customers, are increasingly placing a focus on sustainability, pressuring businesses to adopt eco friendly practices. Banglalink ensures that candidates fit into the organization's culture and have the necessary skills to perform.

### **The stakeholder and shareholder influence on adoption of Banglalink's green recruitment strategy**

Banglalink's stakeholders and shareholders influence how the company adapts to green initiatives. These stakeholder pressures drive sustainability, which is primarily focused on corporate social responsibility (CSR). These influences encourage Banglalink to adopt environmentally friendly practices, which will have long term impact. This practice is also

associated with cost savings such as reduced paper and energy consumption. Their commitment environmental impact is consistent with corporate goals and enhances brand image.

Banglalink ensures that green initiatives align with the organization's core values and work processes. It can promote environmentally responsible practises and innovative culture, as well as green initiatives such as paperless recruitment and flexible carbon reduction. Furthermore their recruitment policies prioritize hiring candidates who not only have job specific skills but also fit in with Banglalink's work culture where they can be part of an environmentally conscious work environment. They offer green training programs to newly hired employees, ensuring that sustainability is one of the important parts of day to day operations.

**Banglalink’s green recruitment policy has competitive advantages compared to its competitors, Grameenphone and Robi.**

Banglalink has several advantages over its competitors in terms of green recruitment policy. The major competitors are Grameenphone and Robi. First of all, Banglalink’s recruitment cycle is faster, they usually provide a timeline of **only 5-10 days** for managerial roles. On the other hand, Grameenphone and Robi have longer recruitment cycles, sometimes it takes several months. For example, grameenphone takes 3-4 months to complete for such a role. This not only gives the competitive advantage for saving money but also attracts top talent faster. Moreover, Banglalink has flexible interview options for the remote candidates specially and reduced the paper waste in comparison to its competitors. Additionally, Robi has a work culture which is not healthy and employees feel more stress than the usual workforce. They also label this culture as a toxic environment. However, Banglalink nurtures a very healthy and flexible environment that also attracts its talent in case of recruitment. They focused on employer branding and Green practice also improved the employer branding, making it more concerned about sustainability. Contributing to higher employee retention in compared to its competitors.

**Banglalink’s green strategic training programs to new recruiters contribute to employee growth and productivity and an impact on long term benefit on the company's core values.**

To contribute to the employees growth and development, along with increasing the productivity banglalink designed their strategic training programs. For instance, new hires get training on the

overall department of the company, specific task oriented, coping with the company culture, green training program on sustainability, as banglalink has their **10% KPT** for it alongside with overall corporate KPT. Moreover, Banglalink also provides opportunities for continuous learning that not only improve the performance of the individuals but also foster engagements making it a more productive workplace. These initiatives on the strategic training programs can contribute to its corporate goals, environmentally responsible, helps employees to grow professionally and aligns them with the core values of the company.

Banglalink do several training programs incorporated with the green practices, As Banglalink has its specific department so they provide quarterly training with all the employees , stakeholders in these training programs. They invest in providing training not only nationally but also internationally. Banglalink provides a large portion of the additional funds to international training programs such as the **Ensia Executive Program**, which is fully sponsored by Banglalink and is specifically designed for top-level management that also attracts the new recruiters and increased employee satisfactions. To create more awareness these training programs include sustainable leadership development, corporate sustainability, eco friendly decision making in the workplace, promoting green practices and initiatives etc. Though these Banglalink not only build the future leaders but also contribute to the environmental goals of the company. This program encourages the employee to practice such activities in their daily operations along with in their personal life as well. In these training programs, they provide training on sustainable team leadership, green initiatives like promoting energy efficient behaviors, using the sensor lights, reducing the cost etc are trained on the programs. Through these programs banglalink promotes more sustainable future leaders.

### **Banglalink takes various measures the recruitment process through the virtual tools that result in higher retention rate**

Banglalink has taken several steps to mitigate the cognitive biases particularly in their recruitment process. They not only focus on measuring the subjective factors but also provide importance to the objective factors that mostly get it from the AI CV screening. Additionally, they also provide importance to the structured interview where it is conducted to ensure the consistent evaluation of the interviewee. Their AI system has a **50-60% accuracy rate** of the

initial sorting that makes less human interactions as well. As AI systems can not make human judgment and there can be system errors which is why they also utilize human judgment and human checks on those datas. Human led structured interviews mainly forced on the cultural fits, particular soft and hard skills sets. When the judgements are fair and proven effective, that makes the candidates feel better and eventually increases the employee satisfaction that leads to employee retention in the longer term.

### Competitor Analysis:

| <b>Table 04: Green recruitment Initiatives at Robi and Grameenphone</b> |   |  |
|---|---|--|
| <b>Company</b>  | <b>Green recruitment Initiatives</b>  | <b>Result</b>  |
| Robi  | Started focusing on paperless operations & digitalization portal in recruitment | Minor influence in the recruitment process in compare to Banglalink. Robi faced challenges in building employee branding due to a stressful work environment. Also have financial constraints for green initiatives. |
| Grameenphone  | Integrated with energy efficient towers, paperless bills system                 | Strong focus on customer-centric green initiatives but less in the HRM process.  |

In comparison with analyzing the competitors strategy, **Banglalink** is leading and holding a competitive advantage on adopting the green Human resource Management (HRM) practices. On the other hand, Robi & Grameenphone have started integrating the green practices primarily on operations, customer or consumer facing rather than in core HRM practices.

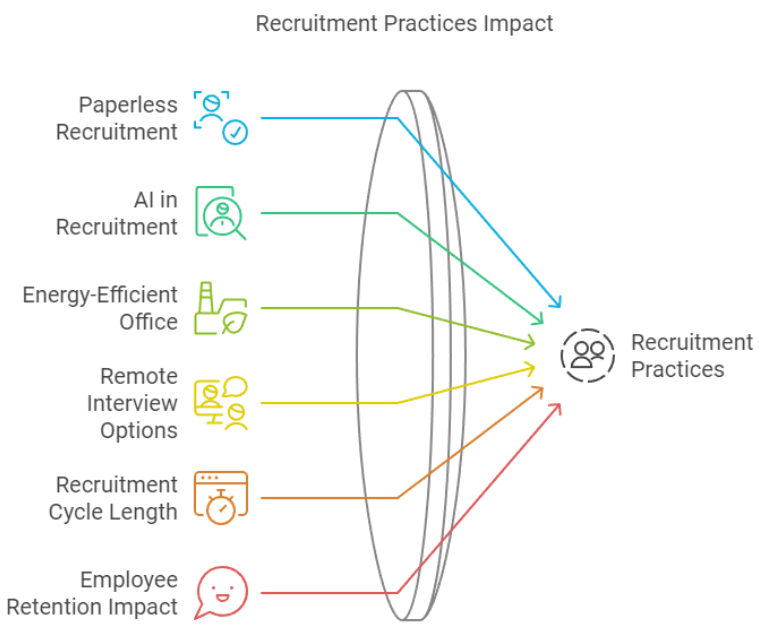


Figure 5 : Banglalink's Recruitment Competitive Edge

Additionally, Banglalink has integrated environmentally green practices in all aspects of operations along with the recruitment process. This is a holistic approach that not only focused on digitalization but also doing further commitment towards green working environments.



Figure: Contribution to Retention

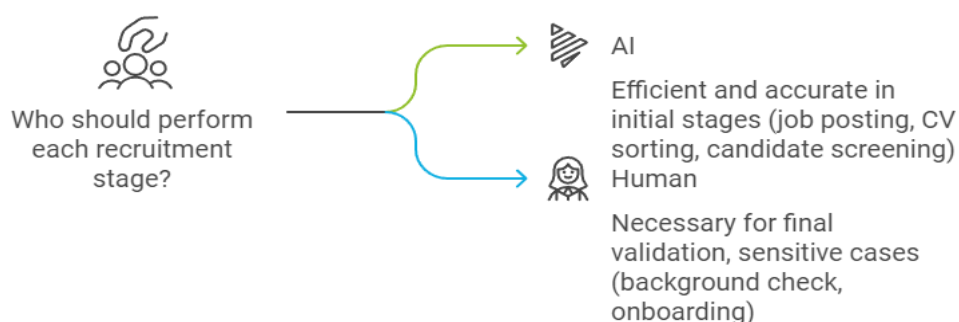
Moreover, One of Banglalink's notable achievements is the **WWF (World Wide Fund for Nature) certification** for its headquarters, **Tiger's Den** as the first company in Bangladesh. This recognition adds to Banglalink's position as a strong corporate green leader. It is acknowledging the company's commitment to green operations while also improving its brand image. Other competitors have not achieved such WWF certifications. Furthermore, Banglalink is focusing on green recruitment leadership to improve its employee brandings. Banglalink has demonstrated a link between green initiatives and employee retention in order to incorporate **sustainability into employees' KPI** (key performance indicators). It establishes a long-term commitment to the environment. Whereas, Grameenphone and Robi, have not yet achieved this range of integration in their HRM processes. Grameenphone and Robi have focused on technology and digitalization, but they have failed to provide green training programs in core HRM practices and have not implemented the sustainable kPI. Banglalink, on the other hand, promotes **Green Leadership** and offers various **green training programs** alongside with National Earth Day celebrations. Grameenphone's hiring process takes longer; it might take 3-4 months, which can lead to employee dissatisfaction.

### **Proposed Solutions and Changes:**

In addressing the challenges and opportunities that came with Banglalink's green recruitment initiatives, numerous strategic solutions and improvements could be proposed to improve the program's success, particularly in terms of employee retention.

The following suggestions are intended to improve the green recruitment process, increase employee engagement, strengthen training programs, and ensure alignment with Banglalink's corporate sustainability goals. The use of artificial intelligence in recruitment has increased overall efficiency while reducing hiring bias. Banglalink places a strong emphasis on hiring employees and also needs to improve the accuracy of these tools and make them more effective up to 90%. They can also incorporate predictive analysis in these tools. This sort of analysis is able to analyze the prior information of the candidates and make predictions of the lifetime of candidates who will stay longer or perform better. Moreover, It can also minimize the turnover

rate and in order to make the AI system updated and well functioning, these need to have a proper monitoring system and create a potential candidates loop in the system for future hiring.



*Figure 6: The role of AI in recruitment*

Digital project management tools, online document sharing, and virtual meeting platforms can replace paper and other non-renewable materials in day to day operations, reinforcing the company's commitment to environmentally friendly practices. In this contemporary time, Employees want more flexibility in their work arrangements, and providing remote work options could significantly increase employee retention rates. **Building a Strong Green Employer Brand** One of the most important aspects of any recruitment strategy is the employer's brand, and Banglalink's reputation as a green employer can be improved in order to attract and retain top talent. Receiving **Green Employer Certification** from recognised environmental organizations in order to make its position as a constant green recruitment leader. However, certificates such as "Green Business Certified" This would help Banglalink stand out even more in the competitive telecom business.(Jam & Jamal, 2020, )

By implementing these strategies, Banglalink may improve not only its green recruitment process, but also employee retention. Banglalink can continue to lead the market in sustainable human resource practices by using AI to reduce bias and better match applicants, as well as incorporating green practices into training and development. Expanding remote work, focusing



on sustainability efforts, and incorporating green KPIs into performance reviews will help to create a work environment that reflects the values of the workforce, making it more rewarding.

## **Challenges and Opportunities for Green Recruitment in Banglalink**

In spite of its success towards the green initiatives, Banglalink faces some challenges in completely integrating green recruitment and HRM practices at all levels of the organization.

One of the most major obstacles is ensuring consistent integration of green practices across departments. While Banglalink's HR and Head office operations are fully committed to integrating to green, some departments and other regional offices are still might be behind in implementing these initiative on a full scale resulting in creating gaps in the company's overall green performance in recruitment. To address this issue, More cross departmental collaboration needed to be required to integrate green recruitment into all aspects of the business on a large scale.

Another One of the potential barriers is the new employees' ability to adapt to technological changes for environmentally friendly initiatives. Not all the new employees are eager to change the learning system for these. Banglalink has few prospects for dealing with green recruitment challenges, which are mostly handled by the HR department rather than integrated throughout the organization.

Another challenge is the ongoing investment in technology infrastructure required to sustain and expand the digital transformation of the recruitment process. Banglalink should continue to invest in digital platforms and tools that reduce resource & energy consumption, such as AI featured recruitment software and online based onboarding systems.

## **Recommendation**

According to banglalink's green recruitment practices, there are some recommendations for improvement:

Banglalink should expand green recruitment practices to other regional offices and increase policy awareness. Banglalink's continuing investment on sustainable technologies that reduce the environmental impact. On top of that, employee engagement can be enhanced through the adaptation of digital platforms and Banglalink should ensure the proper utilization of these technologies through continuous training as these technologies are changing rapidly. Moreover, V lounge platforms needed to be utilized more effectively to promote collaboration and knowledge sharing to have a best experience and practices on green recruitment practices.

Moreover, Banglalink should develop a framework for monitoring impact of green initiatives on recruitment. Monitor the key performance indicators ( KPI ) for sustainable practices and also identify key areas for improvement and take initiatives accordingly. Banglalink should also work closely with external stakeholders alongside internal stakeholders, business partners, clients to promote corporate values and also incorporate supply chain management to achieve long term objectives for extending it.

Therefore, by focusing on these suggestions and recommendations, Banglalink can reinforce its market position even more, optimize operational efficiency, cultivate more employee branding ensuring long term success.

## **Suggestions for New Businesses to Start Such Initiatives**

There are some key recommendations and suggestions for new businesses to begin and adopt such green initiatives.

1. To implement green recruitment initiatives, new businesses should invest in AI based digital tools for HR activities, which will reduce human interactions, paper usage, costs, and electricity consumption. Practicing eco-friendly onboarding, using eco- friendly

materials etc. If green initiatives are integrated into the HRM process, the company can benefit more from using employer branding as a tool.

2. Green initiatives require key operational changes, such as paperless recruitment, online interview options, digital onboarding processes, and so on. It developed into appropriate to progress to more advanced sustainable practices, such as energy-efficient office spaces, over time.
3. In case of executing the green HR practices, employee participation and collaboration is crucial. So make it more interactive and to create awareness, raising voice about environmental sustainability. These training sessions or workshops not only encourage employees to adopt eco-friendly practices, but also contribute to enhancing corporate culture.
4. To reduce the biases of recruitment integration of AI tools can be helpful, it can save the amount of time, evaluate candidates based on skills and cultural fits. In addition to that, implementing AI matrices can help evaluate the effectiveness of HR practices, increase employee retention, and reduce energy consumption. This review ensures that everything remains on track and identifies areas for improvement.
5. Adopting to remote or hybrid interview structures can allow candidates to participate in recruitment with a need to be physically present that also reduces the environmental footprint.

By following these steps and guidance, new businesses can successfully adapt to green initiatives in the recruitment process, contributing not only to corporate goals but also to environmental sustainability goals, resulting in high employee satisfaction.

### **Limitations of the Study**

This study is limited to analyzing the green recruitment to Bangalink's headquarters, Tiger's Den, in Dhaka, and excluding an analysis of other regional offices across Bangladesh. As a result, findings on green initiatives are primarily applicable to its headquarters, and thus may not fully capture the effectiveness of green practices in all locations. In addition, temporary employees are

restricted to some extent from analyzing key platforms due to privacy and security policies. This case study focuses solely on Banglalink's HR practices for sustainability, rather than the broader scale of telecommunications industry.

## **Conclusion**

Banglalink has successfully executed the green recruitment initiatives in part of its human resource management practices that contribute to environmental sustainability and higher employee retention. They have established themselves as a green corporate leader in Bangladesh by implementing digital tools and softwares, environmentally friendly policies, and cultivating the culture of sustainability. Moreover, Banglalink has already made a green workplace with enhanced operational efficiency, decreasing paper usage, energy efficient sensor technology, and also engaging their employees into sustainable practice projects. In particular, Banglalink has involved practices in the green recruitment process including faster and simplified hiring methods, higher retention rates, and demonstrates sustainability in the corporate success. Furthermore, Banglalink has achieved the WWF Green Office certification for practicing green initiatives in the workplace that signifies the dedication toward the commitment to reducing the environmental impact and contributing to sustainable development.

By adopting Banglalink's approaches to green recruitment, future leaders can become more efficient while remaining competitive in the rapidly emerging market. This case has also included the key challenges that Banglalink faces and solutions to them, as well as some recommendations for new businesses to implement such practices. Although the path starting toward sustainability may be difficult to some extent, with the right and appropriate strategies, businesses can create a more effective and environmentally conscious workforce.

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## **Appendix:**

### **Interview Questions and Answer:**

#### **1. What role did stakeholder and shareholder influence play in the adoption of Banglalink's green recruitment strategy?**

Banglalink's stakeholders and shareholders influence how the company adapts to green initiatives. These stakeholder pressures drive sustainability, which is primarily focused on corporate social responsibility (CSR). These influences encourage Banglalink to adopt environmentally friendly practices, which will have long term impact. This practice is also associated with cost savings such as reduced paper and energy consumption. Their commitment environmental impact is consistent with corporate goals and enhances brand image.

#### **2. How does Banglalink ensure that its green recruitment strategy aligns with its corporate culture and work environment?**

Banglalink ensures that green initiatives align with the organization's core values and work processes. It can promote environmentally responsible practises and innovative culture, as well as green initiatives such as paperless recruitment and flexible carbon reduction. Furthermore their recruitment policies prioritize hiring candidates who not only have job specific skills but also fit in with Banglalink's work culture where they can be part of an environmentally conscious work environment. They offer green training programs to newly hired employees, ensuring that sustainability is one of the important parts of day to day operations.

#### **3. What competitive advantages does Banglalink's green recruitment policy offer compared to its competitors, Grameenphone and Robi?**

Banglalink has several advantages over its competitors in terms of green recruitment policy. The major competitors are Grameenphone and Robi. First of all, Banglalink's recruitment cycle is faster, they usually provide a timeline of 5-10 days for managerial roles. On the other hand, Grameenphone and Robi have longer recruitment cycles, sometimes it takes several months. This not only gives the competitive advantage for saving money but also attracts top talent faster.

Moreover, Banglalink has flexible interview options for the remote candidates specially and reduced the paper waste in comparison to its competitors. Additionally, Robi has a work culture which is not healthy and employees feel more stress than the usual workforce. They also label this culture as a toxic environment. However, Banglalink nurtures a very healthy and flexible environment that also attracts its talent in case of recruitment. They focused on employer branding and Green practice also improved the employer branding, making it more concerned about sustainability. Contributing to higher employee retention in compared to its competitors.

**4. How do Banglalink's strategic training programs contribute to employee growth and productivity? Does it have an impact on long term benefit on the company's core values?**

To contribute to the employees growth and development, along with increasing the productivity banglalink designed their strategic training programs. For instance, new hires get training on the overall department of the company, specific task oriented, coping with the company culture, green training program on sustainability, as banglalink has their 10% KPT for it alongside with overall corporate KPT. Moreover, Banglalink also provides opportunities for continuous learning that not only improve the performance of the individuals but also foster engagements making it a more productive workplace. These initiatives on the strategic training programs can contribute to its corporate goals, environmentally responsible, helps employees to grow professionally and aligns them with the core values of the company.

**5. What measures does Banglalink take to mitigate cognitive biases in the recruitment process, and how effective are they? Does it have an impact on employee satisfaction & retention?**

Banglalink has taken several steps to mitigate the cognitive biases particularly in their recruitment process. They not only focus on measuring the subjective factors but also provide importance to the objective factors that mostly get it from the AI CV screening. Additionally, they also provide importance to the structured interview where it is conducted to ensure the consistent evaluation of the interviewee. Their AI system handles 50-60% of the tasks that makes less human interactions as well. As AI systems can not make human judgment and there can be system errors which is why they also utilize human judgment and human checks on those datas. Human led structured interviews mainly forced on the cultural fits, particular soft and hard skills

sets. When the judgements are fair and proven effective, that makes the candidates feel better and eventually increases the employee satisfaction that leads to employee retention in the longer term.

#### **6. How does Banglalink's AI system contribute to a fair and efficient recruitment process?**

Banglalink utilize their **Oracle HCM** AI system software in their recruitment process that provides them to give a proper judgment to the candidates as this software gives the summary and suggestion based on analyzing the Resume and profile. This AI system can automate the CV screening process, sort listing candidates based on their qualifications and skills sets. This AI system helps to reduce the biases and make it a more efficient, simplified hiring process. It also ensures that all candidates get the equal opportunity to preview, by using the algorithms, get the opportunity to objectively evaluate. This system also allows the HR team to work efficiently and more focussed on the strategic tasks for example shortening the recruitment timeline. By utilizing the AI system in recruitment making it more efficient and fairly.

#### **7. In what ways do Banglalink's training programs for future leaders incorporate green practices?**

Banglalink do several training programs incorporated with the green practices, As Banglalink has its specific department on sustainability so they provide quarterly training with all the employees , stakeholders in these training programs. They invest in providing training not only nationally but also internationally. Banglalink provides a large portion of the additional funds to international training programs such as the **Ensia Executive Program**, which is fully sponsored by Banglalink and is specifically designed for top-level management. To create more awareness these training programs include sustainable leadership development, corporate sustainability, eco friendly decision making in the workplace, promoting green practices and initiatives etc. Though these Banglalink not only build the future leaders but also contribute to the environmental goals of the company. This program encourages the employee to practice such activities in their daily operations along with in their personal life as well. In these training programs, they provide training on sustainable team leadership, green initiatives like promoting energy efficient behaviors, using the sensor lights, reducing the cost etc are trained on the programs. Through



these programs banglalink promotes more sustainable future leaders.

### **8. What is the impact of prioritizing soft skills over achievements in Banglalink's recruitment strategy?**

In the recruitment strategy, Banglalink prioritizes soft skills over the achievement because there are few certain skill sets that need to have for performing the specific roles. This soft skills plays an important role and impacts positively on performance, adaptability and long term retention. On the other hand, achievements and technical skills are also considered in case of hiring new employees. Banglalink ensures that employees can contribute to the corporate work culture as they are focusing on the inclusive work culture. This way of approach leads to a more cohesive workplace, higher employee retention, & satisfaction. This will also contribute to fostering leadership, better productivity, which will eventually support the company's Strategic growth & development as well as implementation of the green initiatives. Consequently, this strategy has an impact on the higher retention rate, lower turnover, and more loyal workforce, making it more culturally fit.

### **Survey Questionnaire:**

Personal Info:

1. Name

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2. Email

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3. Position

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Question sets:

1. What role did stakeholder and shareholder influence play in the adoption of Banglalink's green recruitment strategy?

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2. How does Banglalink ensure that its green recruitment strategy aligns with its corporate culture and work environment?

---

3. What competitive advantages does Banglalink's green recruitment policy offer compared to its competitors, Grameenphone and Robi?

---

4. Banglalink's green recruitment strategy has positively influenced employee retention.

Strongly Disagree

1

2

3

4

5

Strongly Agree

5. The implementation of green practices in recruitment has strengthened Banglalink's employer brand.

Strongly Disagree

1

2

3

4

5

Strongly Agree

6. Banglalink's strategic training programs contribute to employee growth and productivity.

Strongly Disagree

1

2

3

4

5

Strongly Agree

7. Banglalink's recruitment process minimizes cognitive biases effectively.

Strongly Disagree

1

2

3

4

5

Strongly Agree

8. The AI system used by Banglalink ensures a fair and efficient recruitment process.

Strongly Disagree

1

2

3

4

5

Strongly Agree

9. Banglalink's recruitment strategy effectively incorporates green practices, enhancing its sustainability goals.

Strongly Disagree

1

2

3

4

5

Strongly Agree

10. Prioritizing soft skills over technical achievements in Banglalink's recruitment has improved team cohesion and retention.

Strongly Disagree

1

2

3

4

5

Strongly Agree

11. Banglalink's flexible work and remote work policies have contributed to a healthier work-life balance, positively impacting employee retention.

Strongly Disagree

1

2

3

4

5

Strongly Agree

12. The company's green recruitment initiatives have helped create a positive work environment that motivates employees to stay longer.

Strongly Disagree

1

2

3

4

5

Strongly Agree

10/1/24, 9:24 AM

Exploring the Impact of Green Recruitment at Banglalink on Employee Retention

# Exploring the Impact of Green Recruitment at Banglalink on Employee Retention

33 responses

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Exploring the Impact of Green Recruitment at Banglalink on Employee Retention

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| Samira Nazmul   |
| Sumaiya Rahman  |
| Rashidul Islam  |
| Sharmin Sultana |
| Abu Hayat       |
| Shahina Akter   |
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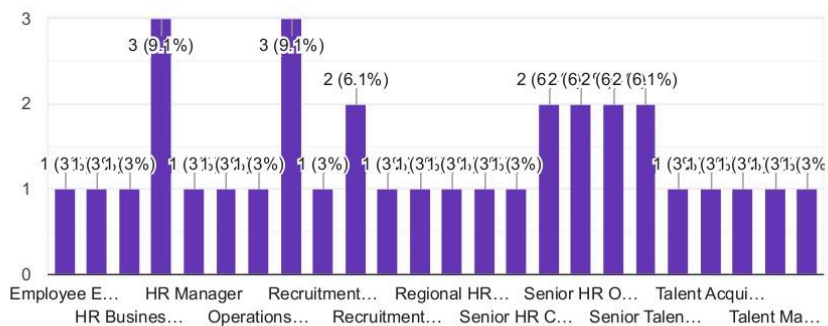
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Position

Copy

33 responses



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Exploring the Impact of Green Recruitment at Banglalink on Employee Retention

What role did stakeholder and shareholder influence play in the adoption of Banglalink's green recruitment strategy?

33 responses

Enhanced CSR initiatives

Strategic direction for green practices

Importance of sustainability

Shareholders' vision for sustainability

Strengthen brand's sustainability credentials

Highlighted long-term benefits

Refined focus on green initiatives

Stakeholders influenced the adoption by emphasizing environmental responsibility in business practices.

Stakeholders prioritized green recruitment.

Shareholders emphasized green practices for CSR.

Stakeholders drove adoption for long-term sustainability.

Stakeholders advocated for sustainability in hiring.

Shareholder insights refined the strategy for sustainability goals.

Stakeholders emphasized importance for corporate sustainability.

Stakeholders influenced the strategy for sustainability and talent attraction.

Shareholders have accelerated the adoption of the green recruitment strategy.

Stakeholders emphasized green business practices.

Stakeholders played a significant role in adopting sustainable recruitment policies.

Shareholders emphasized the importance of long-term sustainability.

Shareholders' innovative thinking guided the strategy towards sustainable development.

Stakeholders played a role in implementing sustainable innovative policies in recruitment.

Shareholders emphasized the need for long-term sustainable recruitment strategies.

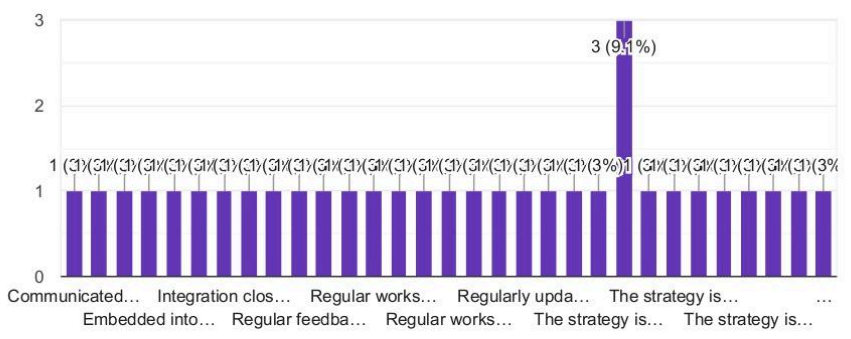
The sustainable recruitment strategy has been developed with stakeholder feedback and



- support.
- Shareholders have played a role in developing the green recruitment strategy.
- Shareholders put pressure on implementing eco-friendly recruitment strategies.
- Shareholders emphasized long-term sustainable recruitment strategies.
- The green recruitment strategy has been improved with stakeholder feedback.
- Shareholders have supported eco-friendly initiatives in recruitment.
- Shareholders have contributed to the establishment of long-term sustainable recruitment strategies.
- Shareholders' support has led to the adoption of an eco-friendly recruitment strategy.
- Shareholders have played a role in determining long-term sustainable recruitment strategies.
- Shareholders' feedback and support have led to the adoption of eco-friendly recruitment strategies.
- Shareholders played a role in the implementation of long-term sustainable recruitment strategies.

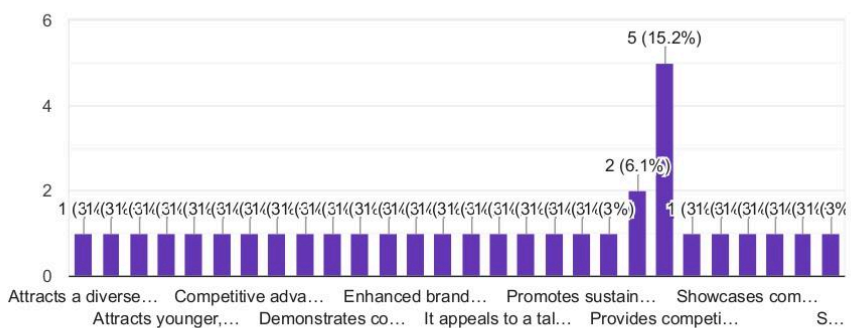
How does Banglalink ensure that its green recruitment strategy aligns with its corporate culture and work environment? Copy

33 responses



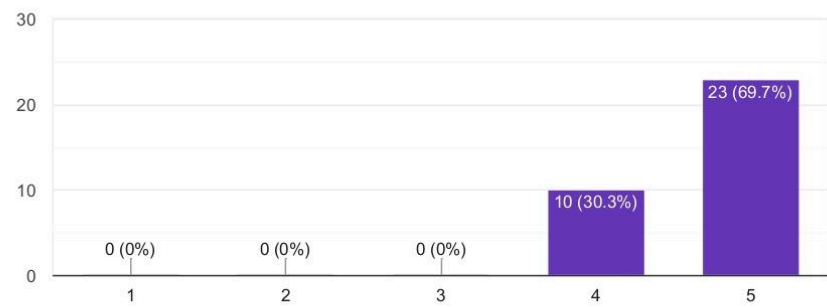
What competitive advantages does Banglalink's green recruitment policy offer compared to its competitors, Grameenphone and Robi? Copy

33 responses



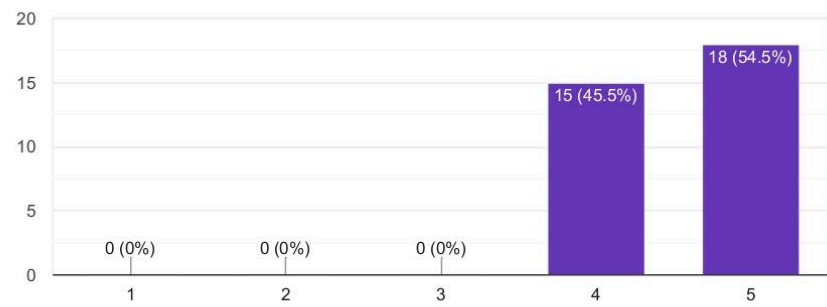
Banglalink's green recruitment strategy has positively influenced employee retention. Copy

33 responses



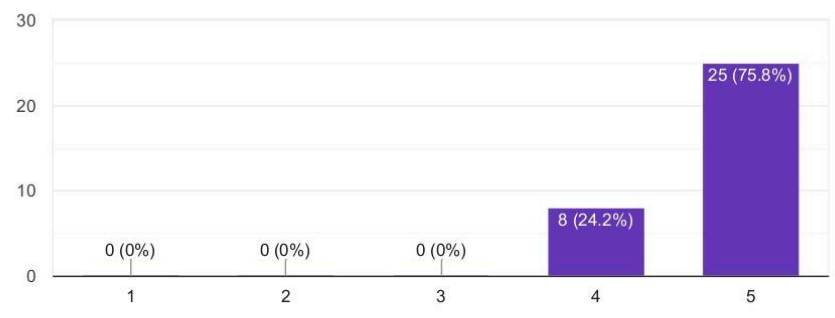
The implementation of green practices in recruitment has strengthened Banglalink's employer brand. Copy

33 responses



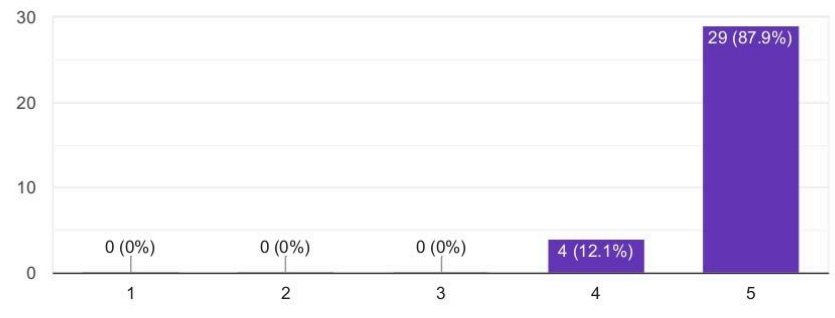
Banglalink's strategic training programs contribute to employee growth and productivity. Copy

33 responses



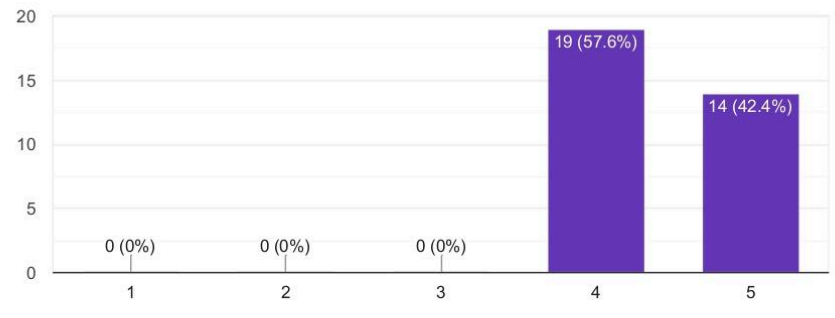
Banglalink's recruitment process minimizes cognitive biases effectively. Copy


33 responses



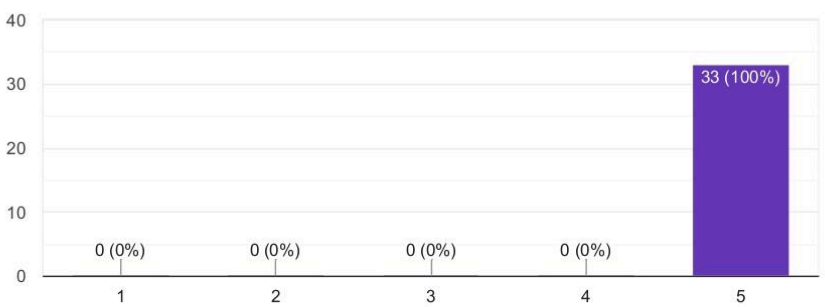
The AI system used by Banglalink ensures a fair and efficient recruitment process. Copy


33 responses



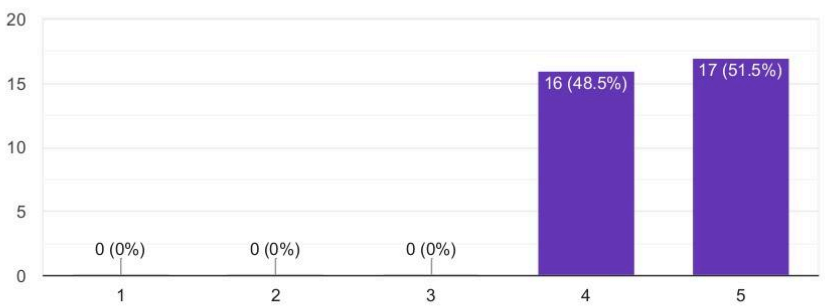
Banglalink's recruitment strategy effectively incorporates green practices, enhancing its sustainability goals.  Copy


33 responses



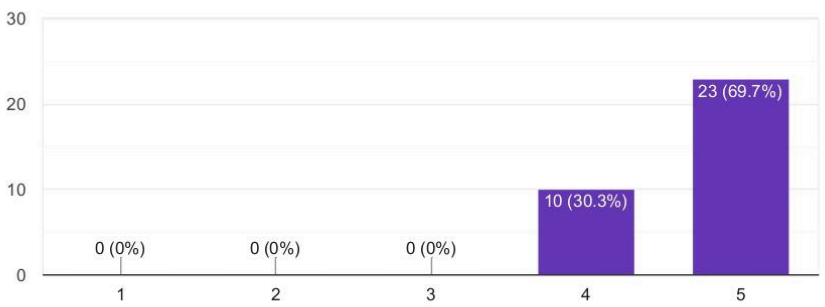
Prioritizing soft skills over technical achievements in Banglalink's recruitment has improved team cohesion and retention.  Copy

33 responses



Banglalink's flexible work and remote work policies have contributed to a healthier work-life balance, positively impacting employee retention.  Copy


33 responses



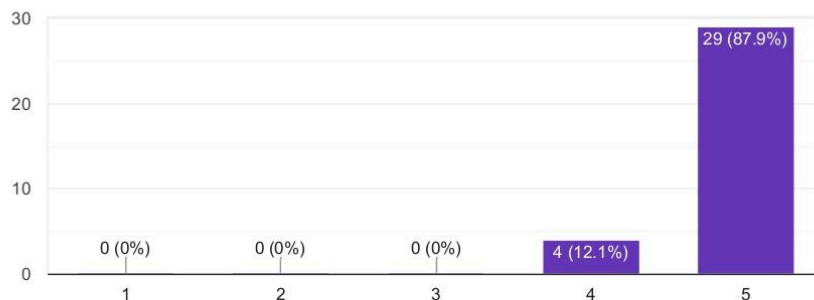


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Exploring the Impact of Green Recruitment at Banglalink on Employee Retention

The company's green recruitment initiatives have helped create a positive work environment that motivates employees to stay longer.  Copy

33 responses



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